

SECRET

Approved For Release 2007/03/08 : CIA-RDP80M01133A000800110031-5

10 May 1972

25X1

MEMORANDUM FOR: [REDACTED]

SUBJECT : Comments on [REDACTED] Ideas on Guidance

25X1

1. Herewith as you requested are my views on [REDACTED] ideas about obtaining consumer guidance for intelligence production.

25X1

2. I think his approach is entirely too complicated and would result only in a lot of wheel spinning. There is no way their judgment on what they think the consumers don't want could be considered valid--they are too far from the consumer to know. Besides, we can't short circuit the producers like this.

3. With regard to Andy's last paragraph, I have a suggestion for "communicating across the intelligence community/consumer interface." Why not, on a trial basis, have NSC staffers who we know receive various intelligence publications critique a given set of pubs as to their usefulness in solving their particular problems. This would not be a full-blown consumer survey, but would give us an idea of how the pubs impacted on their work and wherein they fell short. They should be asked to sign their critiques (for objectivity and to eliminate pique or snideness which might appear on unsigned critiques). It seems to me that we can legitimately ask Andy Marshall for his cooperation in assigning such work to the NSC staff.

4. If any good observations come back from such critiques, we might try out the process with top staffers of State and DOD.

[REDACTED]

25X1

NSC review(s) completed.

Approved For Release 2007/03/08 : CIA-RDP80M01133A000800110031-5

SECRET

MEMORANDUM

NATIONAL SECURITY COUNCIL

SECRET

May 9, 1972

MEMORANDUM TO

[REDACTED]

25X1

FROM:

A. W. MARSHALL, *WMA*

SUBJECT:

Report on [REDACTED] Suggestion for obtaining
Guidance

25X1

A few days ago I had a discussion with [REDACTED] regarding his proposal for solicitation of advice and guidance from top level people to the community. What he appears to have in mind is the following: 25X1

1. That several or each of the major collection organizations draw up by area, by function, a list of things it can collect and provide, and things that it cannot or does not want to provide. These organizations could include the clandestine services, the defense attaché effort, NSA, NRO, etc.
2. These statements should indicate what they think they should and should not be doing and offer collectors an opportunity to shed dreary tasks that no one currently cares about.
3. Who is to review these statements? Basically some sort of consumer working group involving the White House, NSC, State, Defense, but the consumer working group should include not only representatives of the consumers but representatives of the top intelligence analysts and producers.

His feeling is that such a listing probably would show some areas where a good deal of effort is going on that no one really cares about, or at least not very much. On the other hand it would make clear that there are certain things that are not now being done that are of real interest. A discussion could be generated as to how particular kinds of information

25X1

SECRET

[REDACTED]

SECRET

might in fact be collected. The listings, or the discussions, should also get into what is coming along the pike, what new technologies, new collection programs are already entrain that will open up new kinds of information sources. This dialogue between the collectors and the consumer working group, therefore, would involve aspects of planning ahead, taking into account what is going to open up so that people could get ready to exploit the new collection that is planned, but also that one could discuss new sorts of data that would be of special interest.

25X1 [] indicated that he really had not thought through the whole thing in detail, for example, the exact nature of consumer working group, nor of precisely what it is the collectors should try to supply as a description of what they are doing. The description would have to be in some kind of summary form so as not to totally overload the communication between the collector and the reviewing group, but still it would have to have a lot of significant detail in it. It is possible that one could try to do an experiment in one particular area using the NSCIC working group as the review group. With appropriate material in hand from a major collection in a specific area, we might see whether in fact it is true that there are tasks that people are grinding away at that the organization would like to drop and are of low priority.

25X1 When [] first spoke to me about it I thought he had in mind something a little less comprehensive than this kind of review. I thought that what he had in mind was that in particular cases or on particular key decisions the collectors might be able to define and focus the issues involved, the options that they were having to chose amongst, and their views as to the consequences in terms of information collected and put this up for consideration, and the issuance of guidance, by representatives of the consumers.

In any case as I told you at lunch several days ago, I do think we want to experiment with a number of ways communicating across the intelligence community/consumer interface. In particular we need to try to experiment and try to find ways that make it easy, or at least easier, for the consumer representatives to give guidance if we are going to align the focus of the intelligence community upon those questions and those issues that the consumers are most concerned about.

SECRET

25X1